

Planning Assumptions,  
FY 1973-1977, were  
distributed to Support  
Office Heads on Monday,  
2 November 1970, as  
follows:

7	OC
7	OL
4	OTR
4	OS
4	OMS
3	OP
2	OF
1	SSS



*returned to O/PB*  
*for destruction*  
1 retained for Plans Staff  
Files. *6/22/77*

STAT

Approved For Release 2003/04/29 : CIA-RDP84-00780R0003200160026-4

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DD/S Planning Officer		
2	ATTN: [redacted]		
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
Attached are 35 copies of the  Planning Assumptions, FY 1973 -  FY 1977. (Copies *46 - *80)  see DD/S 70-4/73			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
D/PPB			10/30/70

Approved For Release 2003/04/29 : CIA-RDP84-00780R0003200160026-4

DD / S R E G I S T R Y

FILE

DD/S 70-3050

24 July 1970

MEMORANDUM FOR: Assistant Director for Planning and Research  
Office of Planning, Programming and Budgeting

SUBJECT : Planning Assumptions, FY 1973-1977

1. This memorandum is in response to your memorandum of 15 June 1970 asking for Support Directorate comments on the ONE paper dated 8 June 1970 and dealing with World Trends and Conditions in the 1970s.

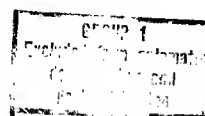
2. I believe the paper this year from ONE contains more useful specifics than any which I have seen in preceding years. This is particularly true of Section I. In the context of Section I, I also reviewed Section IV of last year's Planning Assumptions; and I would suggest picking up most of this information and melding it into Section I, because the observations noted there are still pertinent.

3. Inflation is here to stay and I believe that our Planning Assumptions could be strengthened through the inclusion of a section containing specific economic data for use in our future planning. For example, construction costs have been escalating and will continue to do so at the rate of one percent per month; and this factor needs to be taken into consideration in construction planning.

[REDACTED] I believe that it would be helpful to the rest of the Agency to include these data and I will be glad to supply them if you so desire.

4. I believe that the Agency possesses sufficient information to predict planned strengths year-by-year for the planning period. Specific assumptions regarding Agency size are needed in order to more realistically plan during an era of changing personnel mix and technology. I urge that O/PPB prepare guidance for DCI approval.

5. The Office of Training and various other components of the Agency could profit through utilization of your Planning Assumptions in the training of Agency personnel, particularly our younger people. Since most of the ONE paper contains information available in open literature in one form or another,



I suggest that the final document be classified no higher than Secret and that anything above this level be published as an appendix so that distribution could be controlled accordingly. The Office of Training is most anxious to avail itself of this material for instructional purposes, and I hope that your response on this score will be affirmative.

6. Regarding technology, a number of us within the Support Directorate believe that the technological revolution now looming will be of more fundamental interest to the Agency in a changing world than would be population or food. Automatic data processing activities continue to expand. New means of communication

other innovations need to be examined and planned for now. Modern technology, for example, will require different types of professionals to fill Agency requirements. Clerical personnel will diminish in numbers as requirements for technical personnel increase. Much of our available floor space will be consumed by machines. This, in turn, will have an impact upon the Agency's logistics programs. It may well impact upon the Agency's organizational structure. A recent survey indicates that we will have between 400 and 600 ADP remote terminal devices in the Headquarters Building by FY 1976. As the number of these devices grows in outlying buildings and overseas, our equipment will become increasingly expensive and sophisticated requiring, in turn, different skills for maintenance and operation. Expedients such as time division multiplex loops, frequency division multiplex loops and minicomputers will become integral parts of planning for increased data communications activity. In short, the impact of technology is so important, I strongly recommend joint exploration of technological impact by ONE in concert with the Agency Research and Development Panel.

7. As alluded to in last year's Planning Assumptions, competition between the foreign and domestic budgets of the U. S. Government will increase. I believe that the Agency should prepare its plans now on the assumption that we will find ourselves doing more with less. I suggest also in connection with specific personnel levels that the Agency plan for specific dollar levels in the years ahead; i. e., this total should be developed and allocated for planning purposes as opposed to our present process.

8. The Office of Security states as follows:

"If the hypothesis, as postulated in the document, that 'the U. S. is moving into the most serious crisis in its history' or that 'tension, turmoil and violence in the U. S. will get appreciably worse

25X1 before they get better' actually occurs, recruitment on campuses and meaningful investigations for security clearances will become vastly more difficult. In fact, such a trend is already apparent. There are increasing restrictions on police and credit checks and the availability of applicants' records at educational institutions. Moreover, since 'the crucial issues of politics during this decade will not be ideological as much as environmental, ' we can expect a lessening of patriotism in the meaning that has been generally accepted with the result that Agency employees will be more apt to engage in activities embarrassing to the Agency, such as the HEW mini-revolt against some administration policies and the so-called 'Concerned Officers Movement' in the Armed Forces against the Vietnam war [redacted] Such activities, insofar as CIA is concerned, would probably be in the covert action area and could involve leaks to Congress or the press.

"Probably one of the largest challenges to the Office of Security in the 1970s will result from a tendency for the U. S. to lower its profile abroad. This would require an increase in the use of 'non-official cover' overseas, resulting in more sophisticated and costly security support and investigative and clearance procedures."

I suggest that pertinent portions of the above extract be included in the final paper.

9. On page 34 the statement is made that CIA involvement in East Asia may be reduced. This does not seem consistent with comments at the top of page 35, where it is stated that a lower U. S. military profile in East Asia will increase the need for information to foresee and the instrumentalities (CIA?) to forestall setbacks to U. S. interests.

10. The importance of Africa south of the Sahara is discounted. U. S. investment is stated as being low. But resources are mentioned (Nigeria - oil, and Guinea, Ghana and Liberia - minerals) which may in the future make these areas extremely important. Population is growing exponentially. Demands for goods and services, therefore, also grow exponentially. The earth is finite, and thus the natural resources required to fulfill those demands are limited in extent. I have heard that there is about seventeen years supply of oil in proven reserves at the present. Even though more reserves are found every year, every year the prediction of the number of years in the future for which proven reserves

exist decreases! Thus we will run out sooner or later. It seems obvious, therefore, that any area of the world having proven reserves of any natural resource will be crucially important in the years ahead and, therefore, of interest to the intelligence community.

11. In accordance with our conversation, I would like to show your final draft to Mr. Bannerman and Mr. Coffey before printing. Please let me know if I can be of further assistance.



Chief, DD/S Plans Staff

PS-DD/S:JHP:bkf/[ ] (23 Jul 70)

Distribution:

Orig & 1 - Adse

1 - DD/S Subject w/background\* *& comments from Support Office*  
1 - DD/S Chrono *copy of comments*  
1 - PS Chrono

\*DD/S 70-2455, memo dtd 15 Jun 70 to Multiple Adses fr O/PPB re same subject;  
w/att: ONE publication of World Trends and Conditions in the 1970s

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Chief, Plans Staff, DD/S 7D10 Headquarters		
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ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

In confirmation of our telephone conversation this date, please be advised that the Office of Logistics has no comments with respect to the attached ONE paper on "World Trands and Conditions in the 1970's."

Acting Director of Logistics

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
A-D/L 1206 Ames Building <input type="text"/>	13 July 70

UNCLASSIFIED CONFIDENTIAL SECRET  
Approved For Release 2003/04/29 : CIA-RDP84-00780R003200160026-4  
FORM NO. 1-67 237 Use previous editions (40)

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22 July 1970

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MEMORANDUM FOR: Mr.

SUBJECT : Impact of New Trends on the Support Directorate

1. Per your request, attached are some ideas as to how new technology will impact on the Support Directorate in the technical facilities field.
2. It is clear that increasing use will be made of computers in the work of the Agency <sup>including</sup> and especially through utilization of ADP remote terminal devices. <sup>FORECASTS</sup> A recent survey indicates that from 400 to 600 such devices ~~are forecast~~ for installation in the Headquarters building through FY 1976. Developments in this field have two distinct impacts on the Directorate.
  - a. <sup>MUST RECOUNT and/or</sup> We ~~may~~ have a requirement for developing a new type professional skill <sup>the</sup> the engineer who is expert both in the communications and the ADP field. <sup>As</sup> As the numbers of remote terminal devices in Headquarters and out-lying buildings grow and as requirements for data communications links to foreign locations grow, the number of such personnel will have to increase if the Support Directorate is to keep pace with this change.

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X (1) Time Division Multiplex (TDM) Loops: A large number of

low speed devices would be assigned individual time slots on a high speed signaling loop. This would be similar to systems which Collins and IBM now use for their computers. A TDM loop cuts down the number of wires needed, since one coaxial cable serves many devices, but it increases device costs by requiring each one to have a TDM interface unit.

X (2) Frequency Division Multiplex (FDM) Loops: A large number

of low speed devices would be assigned individual frequency slots on a broadband signaling loop. This would be more expensive than TDM as it requires multiplexing equipment for each device, but may have

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privacy advantages in the assurance that each device has its own dedicated channel.

+ (3) Minicomputers: A minicomputer can serve a cluster of remote terminals and concentrate their signals onto one line going to the computer center. The minicomputer can also perform speed and code conversion, and add or delete communication control characters.



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DD/S 70-2972

20 JUL 1970

MEMORANDUM FOR: Chief, DDS Plans Staff

SUBJECT : World Trends and Conditions in the 1970s

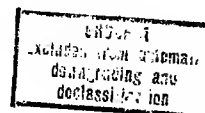
REFERENCE : ONE Document dated 8 June 1970,  
same subject

1. This memorandum is in response to your request that any comments concerning referenced document be submitted by 20 July 1970.

2. The ONE paper is an excellent first step in improving the planning process. It should be followed by a comparable DDS paper reflecting the impact of this projection on those DDS offices which will be expected to support the Agency's mission and objectives in the 1970s.

3. If the hypothesis, as postulated in the document, that "the U.S. is moving into the most serious crisis in its history" or that "tension, turmoil and violence in the U.S. will get appreciably worse before they get better", actually occurs, recruitment on campuses and meaningful investigations for security clearances will become vastly more difficult. In fact, such a trend is already apparent. There are increasing restrictions on police and credit checks and the availability of applicants' records at educational institutions. Moreover, since "the crucial issues of politics during

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this decade will not be ideological as much as environmental", we can expect a lessening of patriotism, in the meaning that has been generally accepted with the result that Agency employees will be more apt to engage in activities embarrassing to the Agency, such as, the HEW mini revolt against some administration policies and the so called "Concerned Officers Movement" in the Armed Forces against the Vietnam war [REDACTED] Such activities, insofar as CIA is concerned, would probably be in the covert action area and could involve leaks to Congress or the Press.

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4. Probably, one of the largest challenges to the Office of Security in the 1970s will result from a tendency for the U.S. to lower its profile abroad. This would require an increase in the use of "non-official cover" overseas, resulting in more sophisticated and costly security support and investigative and clearance procedures.

[REDACTED]

Howard J. Osborn  
Director of Security

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

OC-R&D  
2D0115 Hqs

EXTENSION

NO.

OC-M-70-473

DATE

20 JUL 1970

25X1

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/CO

20 JUL 1970

RB

2.

3.

Chief, DD/S Plans Staff  
7D10 Hqs

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15.

I agree with PS  
Comment - wider  
distribution to include  
our young pros. is  
in order RB

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CC-M-70-473  
DD/S 70-2971  
20 JUL 1970

MEMORANDUM FOR: Chief, DD/S Plans Staff  
THROUGH : Director of Communications  
SUBJECT : Comments on ONE Paper World Trends and  
Conditions in the 1970s

1. The ONE paper is interesting, although somewhat surprisingly to me, it seems to add little to the information on world trends and conditions which is available in open literature.

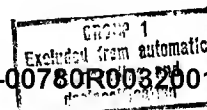
2. The impact of technology is briefly mentioned in two pages. It may be in fact that technology is a more basic prime mover in a changing world than population or food. In any event, the impact of technology on the world needs more adequate explanation, although ONE may not be the best mechanism. Perhaps a joint exploration of technological impact by ONE and the CIA R&D panel would be most fruitful.

3. On page 34 the statement is made that CIA involvement in East Asia may be reduced. This does not seem consistent with comments at the top of page 35 where it is stated that a lower U.S. military profile in East Asia will increase the need for information to foresee and the instrumentalities (CIA?) to forestall setbacks to U.S. interests.

4. The importance of Africa south of the Sahara is discounted. U.S. investment is stated as being low. But resources are mentioned (Nigeria - oil, and Guinea, Ghana, and Liberia - minerals) which may in the future make these areas extremely important. Population is growing exponentially. Demands for goods and services therefore also grow exponentially. The earth is finite, and thus the natural resources required to fulfill those demands are limited in extent. I've heard that there is about 17 years supply of oil in proven reserves at the present. Even though more reserves are found every year, every year the prediction of the number of years in the future for which proven reserves exist decreases! Thus we will run out sooner or later. It seems obvious therefore that any area of the world having proven reserves of any natural resource will be crucially important, in the years ahead, and therefore of interest to the intelligence community.

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5. The paper is a useful summary of world conditions (within the constraints of my comments in paragraph 1 above). I should think it is not so sensitive a document that younger officers who could use "the big picture" more than they get it now, would benefit from reading this and similar documents. Further, it is entirely possible that younger officers could contribute to the process of assessing CIA's role in the world, if they were once challenged by reading policy and position documents such as this.



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Special Assistant for R&D, OC

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EYES ONLY

1. JUL 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Comments on World Trends and Conditions in the 1970's

REFERENCE : ONE Planning Paper dtd 8 Jun 70, same subject

1. This memorandum is for your information.
2. The referenced paper was referred to this office by Mr. [ ] with a note that if I had any comments they should be to your office by the 20th of July. After recovering from the initial shock of seeing in one place a recitation of the problems of the future--a recitation which delineates a pretty bleak picture--I attempted to organize some of my reactions. Most of what I have to say here will have to do with the responsibilities of the Office of Personnel, though inescapably some observations will be made on other matters.
3. I think we must assume a stability of size in the Agency as a minimum. I see no reason to think this or subsequent Administrations will find it politically or socially advisable to authorize any increases and, in fact, we may very well see further reductions of numbers. Although there will be many changes of focus of Agency efforts, I think we can expect the overall work load to remain at least as large as it is now with an ever present possibility of increases. Organizationally "the Agency will face harder and harder decisions about what array of talents and techniques it must command and about how its resources must be deployed." Perhaps we should be thinking more on a collegial basis of organization where people of different interests and different knowledge are brought together on the basis of problems rather than on the basis of hierarchy. At least the reduction of the number of levels of organization would be in tune with the concept of a smaller Agency that could "roll with the punch" as the changing situation required. It would necessarily follow that the PFB allocations-of-resources function would be ever more critical and concomitantly a much tighter management of the personnel resources of the Agency. This in turn will necessitate a more centralized management of people with greater authority lodged in the Personnel Director acting on behalf of the Director and a quantum reduction in the internal barriers represented both by Directorate boundaries and by Career Service boundaries. These changes I think are inevitable if we are to see the most efficient use of our people.

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EYES ONLY

Such centralization and increase of Director of Personnel's authority will demand the highest standards of professionalism and objectivity on the part of the Director of Personnel and his staff. I believe serious consideration should be given to the reorganization of the Support Directorate--removing the Personnel function in order that the Director of Personnel not be subordinated to one of the competitors for what may be the limited assets available.

4. There is no question but that the current move away from on-campus recruiting will be accelerated and may well go to the point that all of our recruiting activities will have to be of very low profile. Our ingenuity may well be taxed to develop new techniques and procedures to fill the Agency's professional requirements. I think it is equally apparent that the kind of people we will be recruiting will be different to some degree. An example, we certainly will need to develop in the Agency an expertise in what for want of another term I will call "urban intelligence." In this regard I think the Deputy Director for Intelligence immediately should undertake, if he has not already done so, the development of a nucleus, perhaps starting in the Office of Strategic Research, of a staff to deal with urban intelligence both in evaluating it and in estimating from it. Just as we see important influences on our own foreign policy by our domestic crises, so we must be able to forecast foreign policy changes in other countries generated by their internal problems. Our recruiting efforts will be directed at disciplines which are not now in our book of requirements.

5. The surging importance of technology not only is going to be seen in the staffing of the Agency and therefore in our college effort, but it is going to have its reflections internally. It is probably inevitable that more and more of our routine work will be done by machines of one kind or another and the current trend towards an increase of average grade and the changing ratio of professional, technical and clerical personnel will continue. As clerical personnel diminish in numbers, we are going to see, in some ratio, increases in the technicals who will be operating the machines which would replace those clerks--not one-for-one in bodies, but probably at least one-for-one or worse in costs, including salaries. The changing Agency mission--more technical collection, less covert action--I think will be reflected in some real changes in the support field. The logistics effort will not only change in kind but most probably will be reduced in size; Finance may see some changes, for instance, in that we may well be buying a lot less foreign currency; the Medical Staff probably will have to reexamine its physical standards because we will be hiring brains rather than brawn, and intelligence, capacity, stability and character, though already important, will be more important.

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EYES ONLY

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EYES ONLY

6. Finally, and this takes me back to the beginning of my comments, the Agency is going to need a new kind of personnel manager, which happily time may bring to us because our generation is soon to leave. The unease of the young professionals is by no means a transient breeze but is going to be a steady wind in the future. Unless the Agency's managers and supervisors are alert and responsive to this demand, we will not be able to keep, and ultimately will not be able to recruit, the kind of people the '70's and later decades will demand.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Distribution:

O&I - Addressee  
1 - D/Pers Chrono

OD/Pers/RSWattles:mtw (14 Jul 70)

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MEMORANDUM FOR: Chief, Plans Staff, DDS

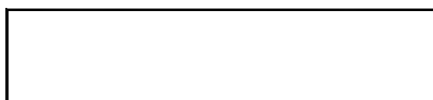
SUBJECT : Proposed Use in Training of ONE Document,  
"World Trends and Conditions in the 1970s"

REFERENCE : "World Trends and Conditions in the 1970s,"  
a Paper Prepared by ONE, dtd 8 Jun '70

1. Responding to your note of 18 June inviting comment on referent document, I find it of potential instructional value in some of our training programs and therefore propose to use the information wherever applicable. As you know, a major objective of the Director of Training's comprehensive review, revision, and redirection of the training effort during the past year -- and still continuing -- has been the development of programs to prepare Agency employees to handle problems facing U. S. Intelligence in the 1970s. Accordingly, the ONE paper would be of importance in achieving this goal.

2. Specifically, the document would be used as background information by instructors in the School of Intelligence and World Affairs who give the Introduction to Intelligence and Intelligence and World Affairs courses. Ideally, if the sensitivity of this particular version would not preclude it, I would like reference copies made available to the students.

3. We shall plan to use the material in the manner described above unless you feel that this approach would not be appropriate or for other reasons known to you.

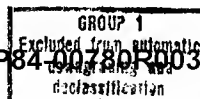


Acting Director of Training

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TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
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	<b>ACTION</b>	<b>DIRECT REPLY</b>	<b>PREPARE REPLY</b>
	<b>APPROVAL</b>	<b>DISPATCH</b>	<b>RECOMMENDATION</b>
	<b>COMMENT</b>	<b>FILE</b>	<b>RETURN</b>
	<b>CONCURRENCE</b>	<b>INFORMATION</b>	<b>SIGNATURE</b>
<b>Remarks:</b> Bob:  Copies of this paper have been sent to your planning officers but I would urge that you and Jack Coffey carefully read this as well. This paper was prepared by ONE in response to terms of reference we prepared as a first start on planning assumptions for the next planning period. The name of the game now is to involve the Directorates and line officers in a review of this document and solicit from them their inputs or comments and then to product the planning assumptions with certain management ground rules established as well. (Please turn over)			
<b>FOLD HERE TO RETURN TO SENDER</b>			
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>			<b>DATE</b>
John M. Clarke, Director/PPB			6/18/70

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You will recall the Director last year was  
very pleased with our assumptions and we think  
this year we will do an even better job,  
particularly if we can get Agency operating  
officials involved in the process.



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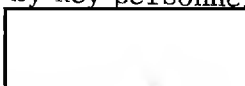
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OFFICIAL ROUTING SLIP			

TO	NAME AND ADDRESS	DATE	INITIALS
1	Copy No. 18 - D/CO <i>std, destroyed</i> 19 - D/Fin		
2	20 - D/Log <i>std, destroyed</i> 21 - D/MS		
3	22 - D/Pers 23 - D/Sec		
4	24 - D/TR 25 - C/SSS		
5	26 - Extra (Hold) Copy No. (45) DD/S Subject with		
6	DD/S 70-2455: Planning Assumptions, 1973-1977.		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE

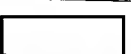
**Remarks:**

Routing Sheet note sent to above addressess on EYES ONLY basis on 18 June 1970, as follows:

If you have any comments regarding the attached, please let me have them by 20 July 1970. Mr. Bannerman has requested that this paper be given very limited distribution within the Support Offices and is to be read only by key personnel.

  
Chief, DD/S Plans Staff

(Suspense: 20 July 1970)

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
7D 10, Hqs. 	18 Jun 70
UNCLASSIFIED	CONFIDENTIAL

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DD/S 7c-2455

PPB 70-1213

15 JUN 1970

FILE

*Approp Budget*

MEMORANDUM FOR: Chief, Planning Staff, DDI  
 Chief, Programs Group, MPS  
 ✓ Chief, Plans Staff, DDS  
 Comptroller, DDS&T

SUBJECT : Planning Assumptions, 1973 - 1977

1. The Agency is about to prepare Planning Assumptions 1973 - 1977 so that planning by the various components may take place with a mutually consistent set of assumptions concerning the world environment and its implications to planning.

2. In view of the general agreement that Directorate participation in the preparation of planning implications is desirable, the Directorates are being given this opportunity to participate. To begin this process, each Directorate is being provided a number of copies of the ONE paper, World Trends and Conditions in the 1970s, 8 June 1970.

3. As the next step, it would materially assist the quality and relevancy of Agency planning if each Directorate would request key internal designees to:

a. Acknowledge the ONE statement of trends and conditions as probably a reasonable advance estimate; or

b. suggest changes that would tend to make the ONE statement more pertinent, relevant, or accurate where your area of responsibility is concerned; and,

c. suggest implications for planning purposes so far as your area of interest is involved. Please refer to last year's edition as a guide for format and content.

GROUP 1  
 Excluded from automatic  
 downgrading and  
 declassification

4. The Director of Central Intelligence approved the issuance of last year's planning document. It is to the interests of your Directorate that it be fully involved in the process of preparation of this year's edition and that it make its input into this phase of estimating the future resource requirements of the Agency.

5. In order that the Planning Assumptions may be written, coordinated, and completed in proper phase for the forthcoming planning period, you are requested to deliver your suggestions concerning world trends and planning implications to Mr.  PPB, by 31 July 1970.

25X1



25X1

Assistant Director for Planning and Research  
O/PPB

Attachment: ONE paper

*destroyed 1/30/85*

1 - DDS, w/copies #18 through #26 & #45 of att.